

THE INFLUENCE OF LEADERSHIP, TRAINING AND WORK DISCIPLINE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE ON THE PERFORMANCE OF EMPLOYEES OF THE PEKANBARU CITY BRANCH OF BPJS EMPLOYEES

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Abstract

This research was carried out at the BPJS Employment Pekanbaru City Branch Office, over a period of five months from April 2023 to August 2023. The population in this study were employees who worked at the BPJS Employment Office, Pekanbaru City Branch, totaling 124 respondents regardless of strata and specific areas of work. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. So hypothesis one states that the influence of leadership on work motivation is significant. Hypothesis two states that the influence of Leadership on the Performance variable is significant. The third hypothesis states that the influence of training on work motivation is significant. The fourth hypothesis states that the influence of training on performance is significant. The fifth hypothesis states that the influence of Work Discipline on Work Motivation is significant. The sixth hypothesis states that the influence of Work Discipline on the Performance variable is significant. The seventh hypothesis states that the influence of work motivation on performance is significant. The eighth hypothesis states the direct influence of Leadership on Performance, thus it can be stated that Work Motivation can mediate the influence of Leadership on Performance. The ninth hypothesis states the direct influence of training on performance, thus it can be stated that work motivation can mediate the influence of training on performance. The tenth hypothesis states the direct influence of Work Discipline on Performance, thus it can be stated that Work Motivation can mediate the influence of Work Discipline on Performance.

Keywords: *Leadership, Training, Work Discipline, Work Motivation, Performance*

1. INTRODUCTION

BPJS Employment is a public legal entity that protects Indonesian workers in overcoming societal problems and risks related to employment relations. BPJS, which used to be Employment Social Security, covers all regions of Indonesia with various insurance products and financial plans such as life insurance while working and old-age insurance (pension) planning. However, in accordance with Law Number 24 of 2011 concerning BPJS, PT Jamsostek changed to BPJS Employment on January 1 2014 and began operating no later than January 1 2015. BPJS Employment has functions and responsibilities such as, carrying out and receiving registration for BPJS participants, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security funds for the benefit of participants, collecting and managing data on social security program participants, provide benefits and finance health services in accordance with the provisions of the social security program, and is also responsible for providing information regarding the implementation of the social security program to participants and the community. The main function of BPJS Employment is to organize work accident insurance programs, death insurance programs, pension insurance programs and old age insurance. Currently, the main problem that is becoming an obstacle at the Pekanbaru City branch of BPJS Employment is the difficulty of building great human resources (HR), which can become a strong foundation for the organization. The difficulty of having great human

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resources cannot be separated from the lack of leadership possessed by leaders in each related division within the company.

Based on interviews conducted by conducting an initial survey on May 4 2023, the results showed that there were still those who thought or thought that the leadership pattern was authoritarian. This is intended to continue to develop and familiarize members so that they do not give up easily and are always ready if they receive sudden orders to carry out tasks within the entire Pekanbaru area. However, in reality, disciplinary violations related to work motivation indicate that there must be a change in patterns that can reduce the number of violations so that later employees can be more easily controlled to carry out future tasks, even though in every task implementation, orders are orders, but at least employees feel the task without compulsion. With the increasingly developing situation with all its problems accompanied by the development of an increasingly democratic society, what is certain is that BPJS Employment Pekanbaru City branch employees are required to be professional in carrying out their main duties. Fahmi (2014:15), stated that leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders. According to Hasibuan (2012:118) training is an effort to increase the knowledge and skills of an employee to do a particular job. Discipline is how a person can respect, obey and comply with applicable regulations. Work discipline is a manager who can communicate with employees so that they are willing to improve their own performance. (Elqadri, Wardoyo, & Priyono, 2015:60)

Work motivation is a process that determines an individual's intensity, direction and persistence in efforts to achieve targets (Robbins, 2011:229). According to The Scriber-Bantam English Dictionary as stated in Moehariono in Ma'arif & Kartika (2012) performance means ability, appearance, achievement and capacity. Meanwhile, etimologically, performance comes from the word "to perform", namely to carry out, carry out, carry out (to do or carry of an execution) and fulfill or carry out the obligations of an intention or vow (to exchange of fulfil; as vow).

2. RESEARCH METHODS

Location and time of research

This research was carried out at the BPJS Employment Pekanbaru City Branch Office, over a period of five months from April 2023 to August 2023.

Research methods

This research method uses a causal model survey method using path analysis techniques.

Population and Sample

The population in this study were employees who worked at the BPJS Employment Office, Pekanbaru City Branch, totaling 124 respondents regardless of strata and specific areas of work. Arikunto (in Riduwan, 2012: 210) stated that for mere predictions, if there are less than 100 subjects, it is better to take all of them, so that the research is population research. Due to population limitations, all members of the population were used as research samples so that this research used a saturated sample which was taken using the Census Technique using proportional random sampling.

Data Sources and Data Collection Techniques

Data source

The types of data used in this research are:

1. Primary Data is data regarding respondents' answers to the 5 variables measured in this research.
2. Secondary Data, is data obtained indirectly through intermediaries (obtained and recorded by other parties). In this research, secondary data only supports initial data collection as research output.

Data collection technique

Data was collected using a questionnaire method, namely by giving a list of questions or questionnaires to respondents. The reason for using this method is that the research subject is the person

who knows best about himself, and the subject's statements given are true and trustworthy. Answers to the list of questions that must be filled in by respondents are made using a Likert scale, namely a range of 1 to 5, where a value of 1 is a statement of strongly disagree and a value of 5 is a statement of strongly agree.

2. RESULTS AND DISCUSSION

Direct Effect Testing

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> Z	0.058	0.052	0.084	4,684	0.003
X1 -> Y	0.425	0.412	0.096	4,403	0,000
X2 -> Z	0.004	0.005	0.054	3,066	0.007
X2 -> Y	0.263	0.262	0.098	2,668	0.008
X3 -> Z	0.777	0.778	0.061	12,776	0,000
X3 -> Y	0.156	0.160	0.080	2,856	0.001
Z -> Y	0.238	0.250	0.128	2,865	0.002

1. The direct influence of the Leadership variable on the Work Motivation variable has an Original Sample of 0.058 (positive), so an increase in the value of the Leadership variable will be followed by an increase in the Work Motivation variable. The influence of the Leadership variable on Work Motivation has a P-Value of $0.003 < 0.05$, so it can be stated that the influence of Leadership on Work Motivation is significant.
2. The direct influence of the Leadership variable on the Performance variable has an Original Sample of 0.425 (positive), so an increase in the value of the Leadership variable will be followed by an increase in the Performance variable. The influence of the Leadership variable on the Performance variable has a P-Value of $0.000 > 0.05$, so it can be stated that the influence of Leadership on the Performance variable is significant.
3. The direct effect of the Training variable on the Work Motivation variable has an Original Sample of 0.004 (positive), so an increase in the value of the Training variable will be followed by an increase in the Work Motivation variable. The influence of the Training variable on Work Motivation has a P-Value of $0.007 < 0.05$, so it can be stated that the influence of Training on Work Motivation is not significant.
4. The direct effect of the Training variable on the Performance variable has an Original Sample of 0.263 (positive), so an increase in the value of the Training variable will be followed by an increase in the Performance variable. The influence of the Training variable on Performance has a P-Value of $0.008 < 0.05$, so it can be stated that the influence of Training on Performance is significant.
5. The direct effect of the Work Discipline variable on the Work Motivation variable has an Original Sample of 0.777 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Work Motivation variable. The influence of the Work Discipline variable on the Work Motivation variable has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of Work Discipline on Work Motivation is significant.
6. The direct effect of the Work Discipline variable on the Performance variable has an Original Sample of 0.156 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Performance variable. The influence of the Work Discipline variable on the Performance variable has a P-Value of $0.051 > 0.05$, so it can be stated that the influence of Work Discipline on the Performance variable is significant.
7. The direct effect of the Work Motivation variable on the Performance variable has an Original Sample of 0.238 (positive), so an increase in the value of the Work Motivation variable will be followed by an increase in the Performance variable. The influence of the Work Motivation

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variable on Performance has a P-Value of $0.002 < 0.05$, so it can be stated that the influence of Work Motivation on Performance is significant.

Direct Effect Testing

Variable	Original Sample	Sample Mean	Standard Deviation	T statistics	P Values
X1 -> Z -> Y	0.330	0.322	0.085	3,868	0,000
X2 -> Z -> Y	0.204	0.202	0.074	2,751	0.006
X3 -> Z -> Y	0.185	0.194	0.099	2,859	0.003

1. Based on the table above, the coefficient value for the indirect influence of the Leadership variable on Performance through Work Motivation is $3.868 < 4.403$ (direct influence of Leadership on Performance). Thus, it can be stated that Work Motivation can mediate the influence of Leadership on Performance.
2. Furthermore, the coefficient value of the indirect influence of the Training variable on Performance is $2.751 < 2.668$ (direct influence of Training on Performance) thus it can be stated that Work Motivation can mediate the influence of Training on Performance.
3. Then, the coefficient value of the indirect influence of the Work Discipline variable on Performance is $2.859 < 1.856$ (direct influence of Work Discipline on Performance) thus it can be stated that Work Motivation can mediate the influence of Work Discipline on Performance.

3. Coefficient of Determination (R Square)

Variable	R Square	Adjusted R Square
Work motivation	0.775	0.769
Performance	0.930	0.928

In the table above, the results show that the influence of X1, X2 and X3 on Z is 0.769, meaning that the magnitude of the influence of X1, Then, the influence of X1, X2, X3 and Z on Y is 0.928, meaning that the influence of X1,

Discussion

1. The Influence of Leadership Variables on Work Motivation variables

The direct influence of the Leadership variable on the Work Motivation variable has an original sample of 0.058 (positive), so an increase in the value of the Leadership variable will be followed by an increase in the Work Motivation variable. The influence of the Leadership variable on Work Motivation has a P-Value of $0.003 < 0.05$, so it can be stated that the influence of Leadership on Work Motivation is significant. Based on the results of data analysis, it is known that there is a positive and significant influence of leadership on the work motivation of BPJS Employment Pekanbaru City Branch employees. This means that if there is an increase in leadership, it will be followed by an increase in employee work motivation at BPJS Employment Pekanbaru City Branch. With good leadership, employee work motivation at BPJS Employment Pekanbaru City Branch will increase. will be higher. Good leadership is capable of initiating structures, maintaining organizational coordination and integrity, formulating organizational goals, determining efficient means and ways to mediate conflicts and conflicts that arise, conducting evaluations, making revisions to changes, developing innovations, and making improvements within the organization.

The results above are in line with the opinion of Yamin and Maisah (2010) who stated that leadership is a process of influence carried out by someone in managing members of their group to achieve organizational goals. Leadership is a form of strategy or theory of leading which is of course carried out by people who we usually call leaders. A leader is someone with leadership authority who directs his subordinates to do part of their work to achieve goals. Leaders are those who use formal

authority to organize, direct, control responsible subordinates, so that all parts of the work are coordinated to achieve company goals. A leader must first be someone who is able to grow and develop the best in his subordinates. In simple terms, a good leader is someone who helps develop other people, so that eventually they no longer need the leader. According to Kartono (2003), leadership is as follows: leadership is specific, distinctive, necessary for special situations. Because in a group that carries out certain activities, and has special goals and equipment, the group leader and his characteristics are a function of that particular situation. It is clear that the main characteristics of a leader and his leadership must be appropriate and acceptable to the group, relevant, and appropriate to the situation and era. The function of a leader in an organization is to initiate structure, maintain organizational coordination and integrity, formulate organizational goals, determine efficient means and methods, mediate conflicts and conflicts that arise, conduct evaluations, carry out revisions, changes, develop innovations, and make improvements. in the organization. From this description, leadership at BPJS Employment Pekanbaru City Branch must continue to be internalized by all employees and evaluated continuously by management in order to maintain the level of employee work motivation.

2. The Influence of Leadership Variables on Performance Variables

The direct influence of the Leadership variable on the Performance variable has an original sample of 0.425 (positive), so an increase in the value of the Leadership variable will be followed by an increase in the Performance variable. The influence of the Leadership variable on the Performance variable has a P-Value of $0.000 > 0.05$, so it can be stated that the influence of Leadership on the Performance variable is significant. Testing this hypothesis can support previous research regarding the influence of leadership on employee performance by (Setiawan, 2015). From the results of testing the hypothesis, it can be seen that an increase in leadership value will be followed by an increase in performance value, but the increase in performance is not in line with expectations or is too low. This problem can be seen in the condition of a leadership style that has not been able to direct (act as a motivator) towards its employees and lacks a firm stance (firmness) in implementing all regulations for employees. This situation has an impact on employee performance in terms of achieving better quality of performance, achieving quantity of performance, a sense of responsibility for a job, the employee's ability to innovate, and initiative in work. So the better the leadership, the higher the employee performance. The results of this research are consistent with previous research conducted by Suharto (2005) where it was stated that there was a significant influence between organizational culture, leadership and work motivation on performance. Also research conducted by Mashuri (2007) found that there was a significant influence between work motivation, the role of leadership and educational training on employee performance.

3. The Influence of Training Variables on Work Motivation variables

The direct effect of the Training variable on the Work Motivation variable has an original sample of 0.004 (positive), so an increase in the value of the Training variable will be followed by an increase in the Work Motivation variable. The influence of the Training variable on Work Motivation has a P-Value of $0.007 < 0.05$, so it can be stated that the influence of Training on Work Motivation is significant. The results show that there is a positive and significant influence between training variables on employee work motivation at BPJS Employment Pekanbaru City Branch. This shows that the hypothesis is confirmed. The training provided by management is of direct benefit to employees so that it has a positive and significant impact on motivation. The better the training provided by management to employees, the higher the employee motivation will be. The results of this research are consistent with several theories which state that there are several causes that can influence work motivation in an organization. One of the causes of the various influences is training in the organization. Studies according to Saleh (2013), Fuad (2014), Rohimat (2013), Dewanta (2010), Sumerta (2012), reveal that training has a positive and significant effect on work motivation. Based on this research, it can be explained that training is very necessary for an employee to be able to carry out his or her functions or duties well in accordance with the work standards that exist in the organization. So if the training can be well received by employees, then the motivation of an employee will increase in carrying out each task given.

4. Influence of Training Variables on Performance Variables

The direct effect of the Training variable on the Performance variable has an original sample of 0.263 (positive), so an increase in the value of the Training variable will be followed by an increase in the Performance variable. The influence of the Training variable on Performance has a P-Value of $0.008 < 0.05$, so it can be stated that the influence of Training on Performance is significant. This means that increasing training will lead to an increase in employee performance. The results of this test are in line with the opinion of Hasibuan (2001) who explains that training is an activity to improve and develop the attitudes, behavior, skills and knowledge of employees in accordance with what is desired by the agency concerned. Any training as an effort to achieve increased work productivity in a company/agency cannot be separated from influences, both from within and from outside the agency. This influence requires every agency organization to improve services so that they can meet the increasing needs of society. To achieve a high level of productivity, companies/agencies must increase the capabilities, both knowledge and skills of their employees so that they can adapt to changes within the agency, which can be achieved through incentive training.

5. The Influence of Work Discipline Variables on Work Motivation variables

The direct effect of the Work Discipline variable on the Work Motivation variable has an original sample of 0.777 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Work Motivation variable. The influence of the Work Discipline variable on the Work Motivation variable has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of Work Discipline on Work Motivation is significant. Based on research conducted by (Istiqomah & Suhartini, 2015); (Khasanah et al., 2016) concluded that if employee work discipline increases, work motivation will also increase. The results of this research are the same as the results of research conducted by the author that work discipline has a positive and significant effect on work motivation. This happened because the majority of questionnaires answered by respondents said they agreed and strongly agreed.

6. The Influence of Work Discipline Variables on Performance Variables

The direct effect of the Work Discipline variable on the Performance variable has an original sample of 0.156 (positive), so an increase in the value of the Work Discipline variable will be followed by an increase in the Performance variable. The influence of the Work Discipline variable on the Performance variable has a P-Value of $0.051 > 0.05$, so it can be stated that the influence of Work Discipline on the Performance variable is significant. Work discipline is a person's behavior in accordance with existing regulations, work procedures or discipline is attitudes, behavior and actions that comply with the organization's regulations, both written and unwritten. As for the results of research conducted by (Arda, 2017); (Faustyna & Jumani, 2015); (Jufrizen, 2018); (Prayogi et al., 2019); (Arif et al., 2019) and (Yusnandar et al., 2020) that work discipline has a positive and significant effect on employee performance. This can be seen from the answers to the questionnaire filled out by respondents from employees at BPJS Employment Pekanbaru City Branch who stated they agreed and strongly agreed with each statement.

7. The Influence of Work Motivation Variables on Performance Variables

The direct effect of the Work Motivation variable on the Performance variable has an original sample of 0.238 (positive), so an increase in the value of the Work Motivation variable will be followed by an increase in the Performance variable. The influence of the Work Motivation variable on Performance has a P-Value of $0.002 < 0.05$, so it can be stated that the influence of Work Motivation on Performance is significant. Motivation is discussing strengths and weaknesses which then organizes the motivation into action (Richard, 2007). Meanwhile, according to (Ribert Kreitner and Angelo Kinicki, 2001:) in Wibowo (2014) who explains that "work motivation can certainly influence performance, although it is not the only factor that shapes performance. This means that the higher the employee's work

motivation, the more the employee's performance will increase. The results of this research are in accordance and consistent with research conducted by Jamali (2005) which concluded that there is a positive influence between organizational culture and work motivation on employee performance. Also supports research conducted by Mashuri (2007) which states that there is a significant influence between work motivation, the role of leadership and training education on employee performance.

8. The Influence of Leadership Variables on Performance through Work Motivation

Based on the table above, the coefficient value for the indirect influence of the Leadership variable on Performance through Work Motivation is $3.868 < 4.403$ (direct influence of Leadership on Performance). Thus, it can be stated that Work Motivation can mediate the influence of Leadership on Performance. It can be concluded that there is a positive and significant influence between Leadership Style on employee performance at BPJS Employment Pekanbaru City Branch with a weak indirect influence. The results of this research support research conducted by Rani Mariam (2009) and M. Hanif Al Rizal (2012). The results of Rani Mariam's (2009) research state that organizational culture has a positive effect on employee performance at PT. Indonesian Services Insurance. The results of research by M. Hanif Al Rizal (2012) stated that organizational culture influences employee performance at Panti Wilasa "Citarum" Hospital, Semarang City.

The results of this research are also supported by the theory which states that organizational culture is a system of shared meaning held by employees which differentiates the organization from other organizations. The results of this research support research conducted by Heri Susanto (2010) which states that Organizational Culture has a positive and significant influence, and has a positive influence on employee performance in the financial department but is not significant on employee performance through work motivation at the Kebumen Regency Land Office. This means that the perception of a culture by employees can influence the way they work within the organization because they feel that the work environment is conducive, they respect each other and trust each other in carrying out their duties, but the effect is not significant. This confirms previous research by Iqbal Nazili in (2012) which stated that Leadership Style has a positive and significant effect on Employee Performance through Work Motivation at PT. Garuda Indonesia Semarang City. The results of this research are supported by the theory that leadership style and human needs, including employees, are very important for a leader, because they are related to work motivation.

9. The Influence of Training Variables on Performance through Work Motivation

Work motivation positively mediates the effect of training on performance. Every time the respondent's perception of training increases, performance will increase with work motivation as mediation. The better the quality of training and work motivation, the better employee performance will be. Furthermore, the coefficient value of the indirect influence of the Training variable on Performance through Work Motivation is $2.751 > 2.668$ (direct influence of Training on Performance) thus it can be stated that Work Motivation can mediate the influence of Training on Performance. This supports the research of AlMusadieq et al. (2018) regarding work motivation as a mediating variable on the influence of job design on human resource performance. This shows that the higher the work motivation, the higher the influence of job design on human resource performance. This research is also supported by (Alsayed et al., 2019) and (Dysvik and Kuvaas, 2008) regarding the influence of work motivation in mediating training and employee performance. (Cunningham and Mahoney, 2004) attempted to investigate the role of organizational commitment, training valence and training motivation in a group of college athletics, and found that training motivation served as a mediator between commitment and valence and post-training self-efficacy. Here, motivation has an influential role in self-efficacy. (Patterson et al., 2004) (in Carol Yeh-Yun Lin, 2012) reported that psychological perceptions of organizational creativity climate tend to influence employee work motivation to generate new ideas, this suggests the importance of testing the possible mediating role of work motivation in the performance model. It is proven that training is important and has an influence on the core business carried out by employees at BPJS Employment Pekanbaru City Branch. The training that has been attended by employees at BPJS Employment Pekanbaru City Branch has had a good impact in terms of work motivation and employee performance.

10. The Influence of Work Discipline Variables on Performance through Work Motivation

Then, the coefficient value of the indirect effect of the Work Discipline variable on Performance through Work Motivation is $2.859 > 1.856$ (direct effect of Work Discipline on Performance) thus it can be stated that Work Motivation can mediate the influence of Work Discipline on Performance. Based on the research results, the indirect effect of work discipline on employee performance which is mediated by work motivation is not significant. This means that work motivation does not act as an intervening variable (mediator), especially in this research. In scientific logic work motivation should mediate the relationship between work discipline and performance. In stages, good work discipline will make employees increase their work motivation so that their performance will increase. Based on previous research conducted by (Wardhana & Choerudin, 2017) and (Arifah & Muhsin, 2018); which states that there is a positive and significant influence of work discipline on performance through work motivation. Thus, this research cannot be generalized to the entire population of employees at the research site but only describes the sample studied.

3. CONCLUSION

This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. So hypothesis one states that the influence of leadership on work motivation is significant. Hypothesis two states that the influence of Leadership on the Performance variable is significant. The third hypothesis states that the influence of training on work motivation is significant. The fourth hypothesis states that the influence of training on performance is significant. The fifth hypothesis states that the influence of Work Discipline on Work Motivation is significant. The sixth hypothesis states that the influence of Work Discipline on the Performance variable is significant. The seventh hypothesis states that the influence of work motivation on performance is significant. The eighth hypothesis states the direct influence of Leadership on Performance, thus it can be stated that Work Motivation can mediate the influence of Leadership on Performance. The ninth hypothesis states the direct influence of training on performance, thus it can be stated that work motivation can mediate the influence of training on performance. The tenth hypothesis states the direct influence of Work Discipline on Performance, thus it can be stated that Work Motivation can mediate the influence of Work Discipline on Performance.

SUGGESTION

Suggestions for companies and BPJS Employment Pekanbaru City Branch employees

1. Companies should provide variety of work to employees, so that employee work is not monotonous and employees can hone their skills with varied work.
2. Companies must hold regular training to obtain certain skills from employees that can help with the work process.
3. Leaders must convince employees that employees will receive appropriate compensation for their work that reaches targets, so that employees can have enthusiasm.
4. Employees must have a sense of sincerity and trust in this company, so that they can increase commitment, such as employees working based on desire, not necessity.
5. Companies must clarify the work systems in the company so that employees feel that they are being given attention in the form of clarity by the company.

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